

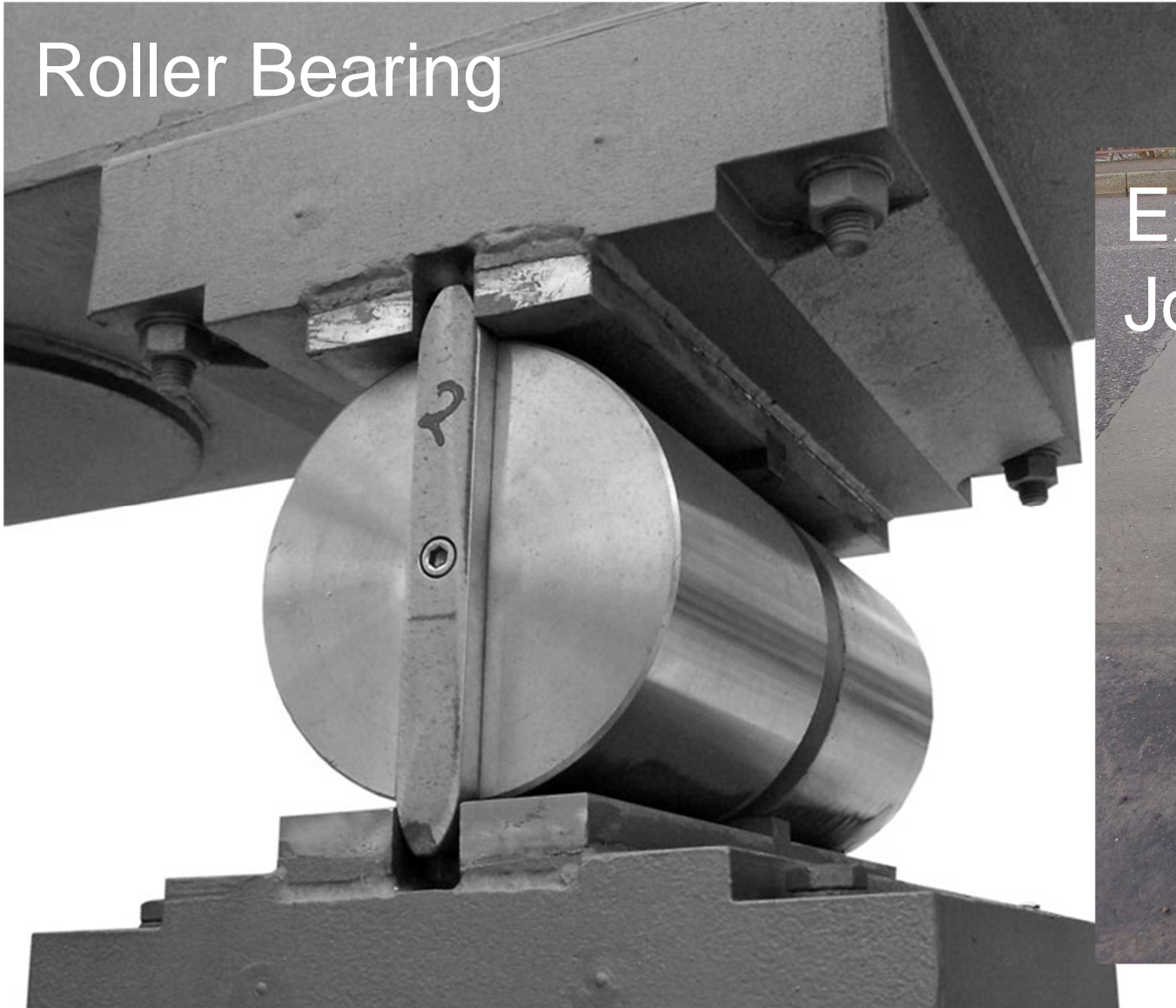
**Key Lessons from
Wikimanagement and BPM Best Practices:
Aspiring for a truly holistic approach in BPM**

S-BPM ONE 2010 - the Subjectoriented BPM Conference
Karlsruhe, 14.10.2010

Prof. Dr. Ayelt Komus
B P M – L A B O R
FH Koblenz

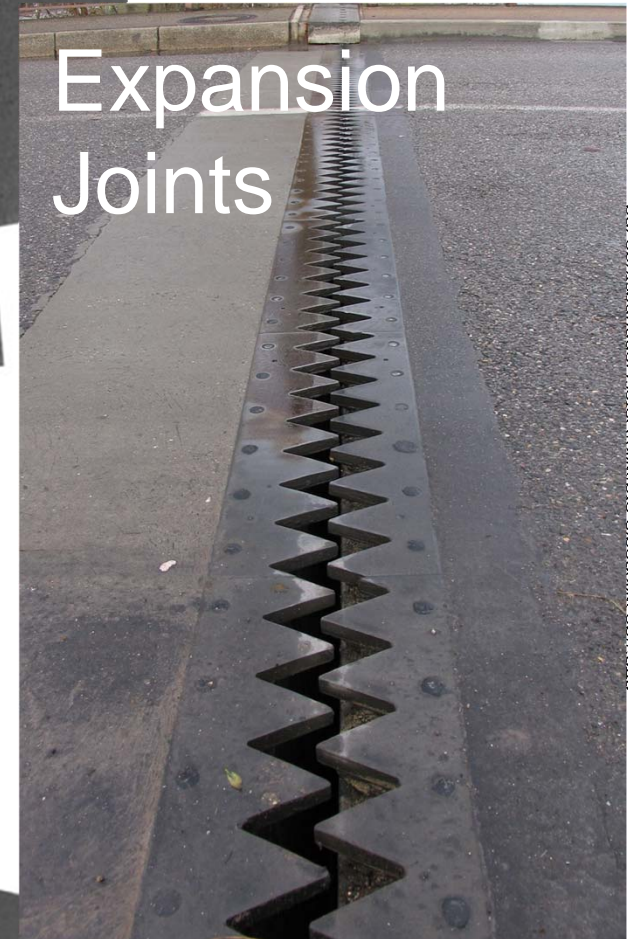
www.komus.de
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ayelt@komus.de

Roller Bearing



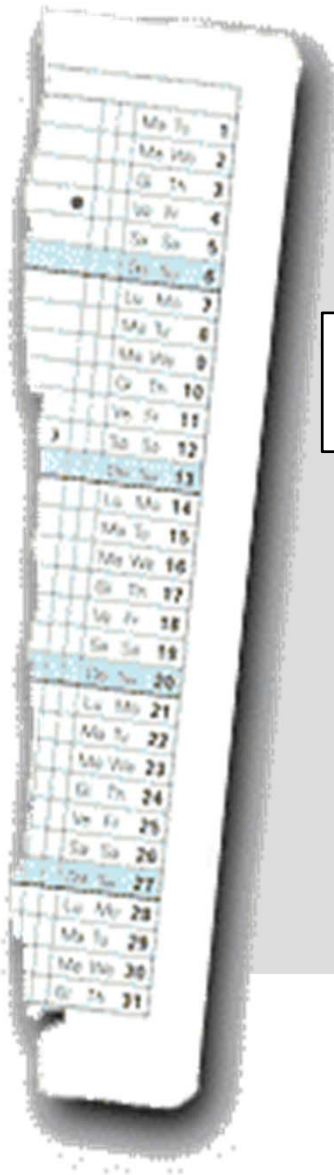
http://upload.wikimedia.org/wikipedia/commons/2/2e/Lager_01_KMJ.jpg

Expansion Joints

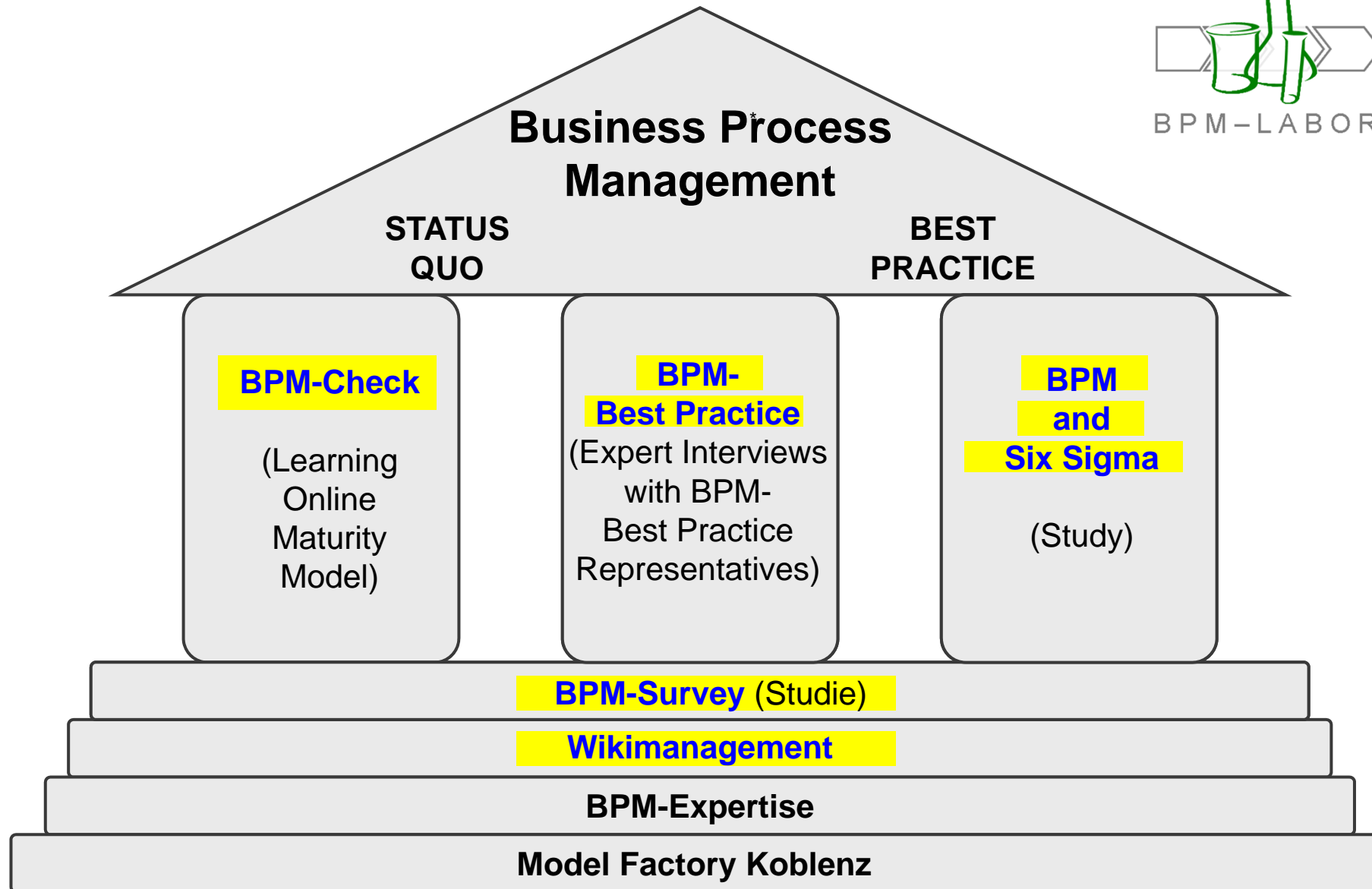


http://de.wikipedia.org/wiki/Beton_Dehnungsruge.jpg

Key Lessons ... Aspiring for a Holistic Approach



- Empirical Findings (excerpt)
- Wikimanagement in BPM
- Aspiring for a Holistic Approach



■ BPM-Survey

- Online-Survey with more than 500 participants
- What does today's BPM look like?

■ BPM and Six Sigma

- Online-Survey with more than 500 participants
- How do companies combine BPM with other approaches?

■ BPM Best Practice

- In-person expert-talks with BPM-Best-Practice-Companies
- *What do BPM-Best-Practices look like?*

■ BPM-Check

- Learning online-evaluation-system based on maturity-scores
- Together with the Koblenz Chamber of Commerce

■ Participants:

Bayer HealthCare AG, Cosmos Direkt, Deutsche Bank AG, DZ Bank AG, E.ON Energie AG, EDEKA Minden-Hannover IT-/logistic service GmbH, EnBW Energie Baden-Württemberg AG, Finanz Informatik Technologie Service GmbH & Co. KG, Generali Deutschland Holding AG, Lufthansa Miles & More, Nordenia Deutschland Gronau GmbH, Paul Hartmann AG, Siemens AG, Siemens Healthcare, VIS Informatik GmbH (Generali Wien), Volkswagen AG, Watt Deutschland GmbH



■ Distribution by size*

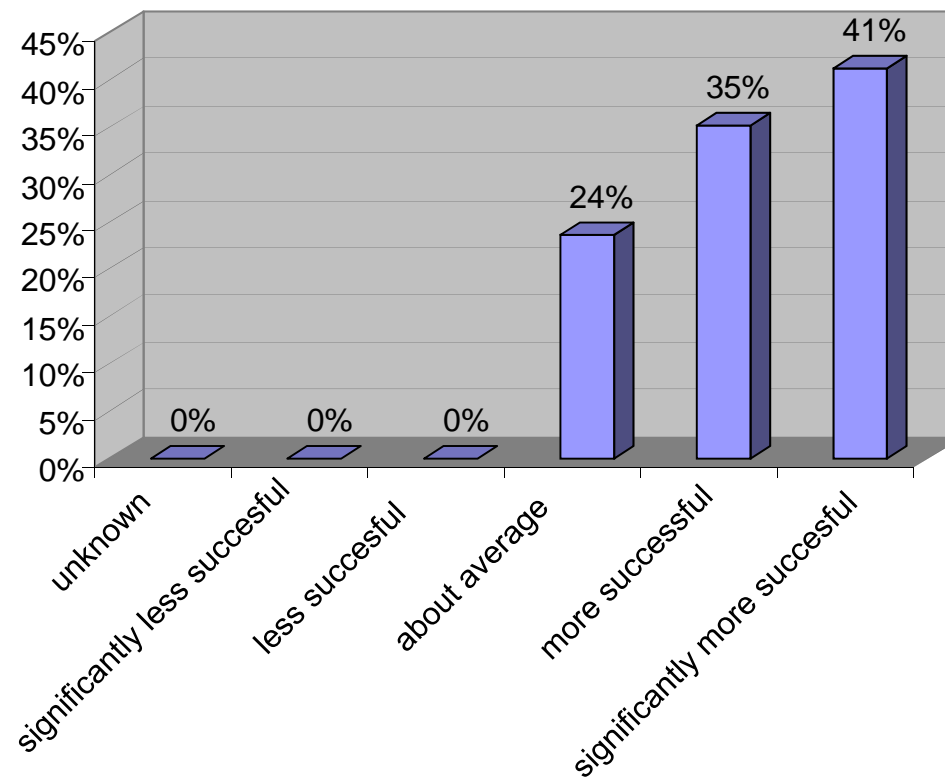
- 63% – very large-scale enterprise (7 DAX-Unternehmen)
- 25% – large-scale enterprise (GU),
- 13% – midsize companies (MU)

* Segmentation based on number of employees and turnover; difference to 100% due to rounding errors

BPM and Business-Success go Hand-in-Hand

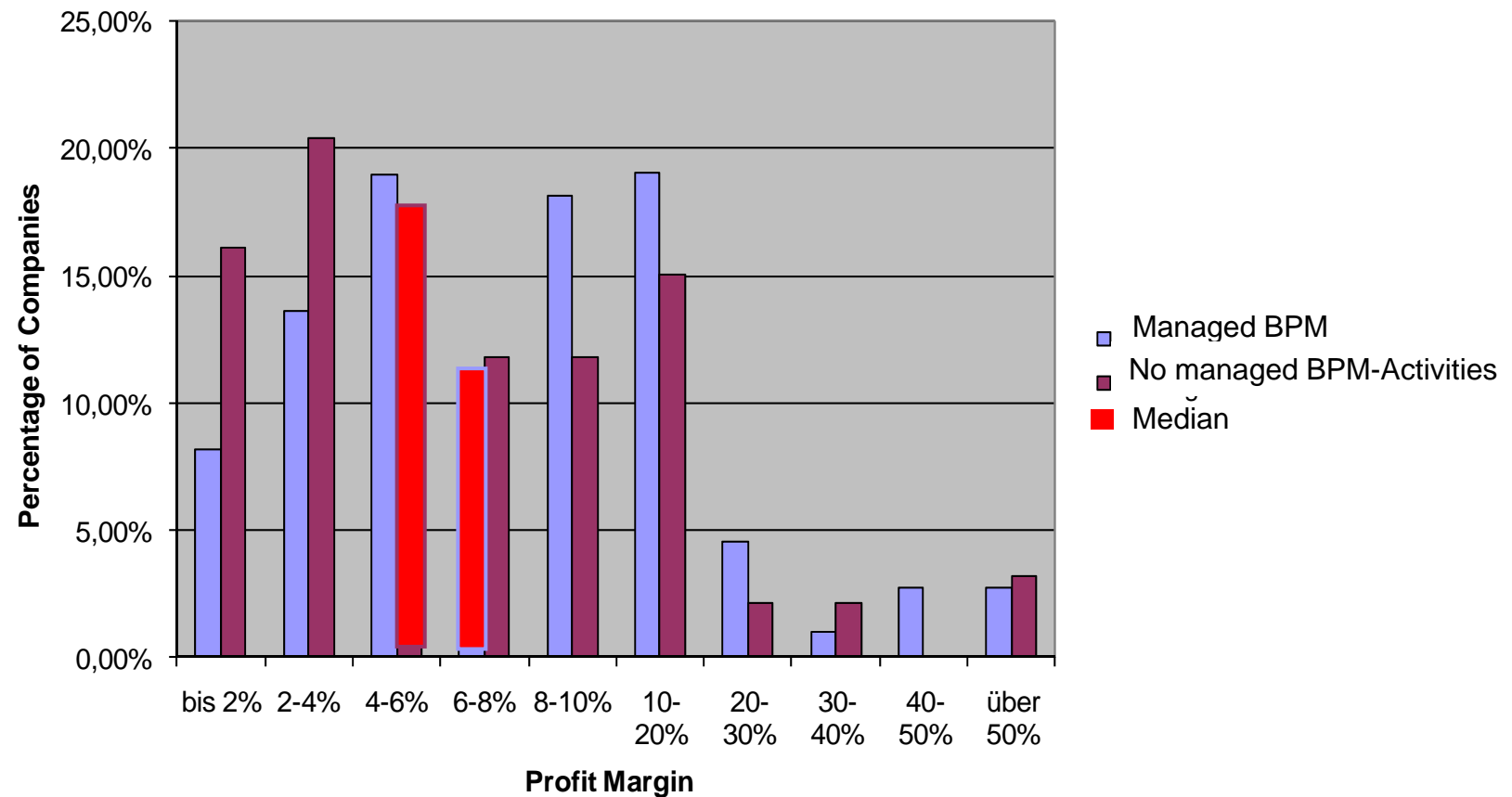
82% ,know' or ,believe' their EBIT-margin is above industry average

*How successful was your company compared to other companies in the industry?**



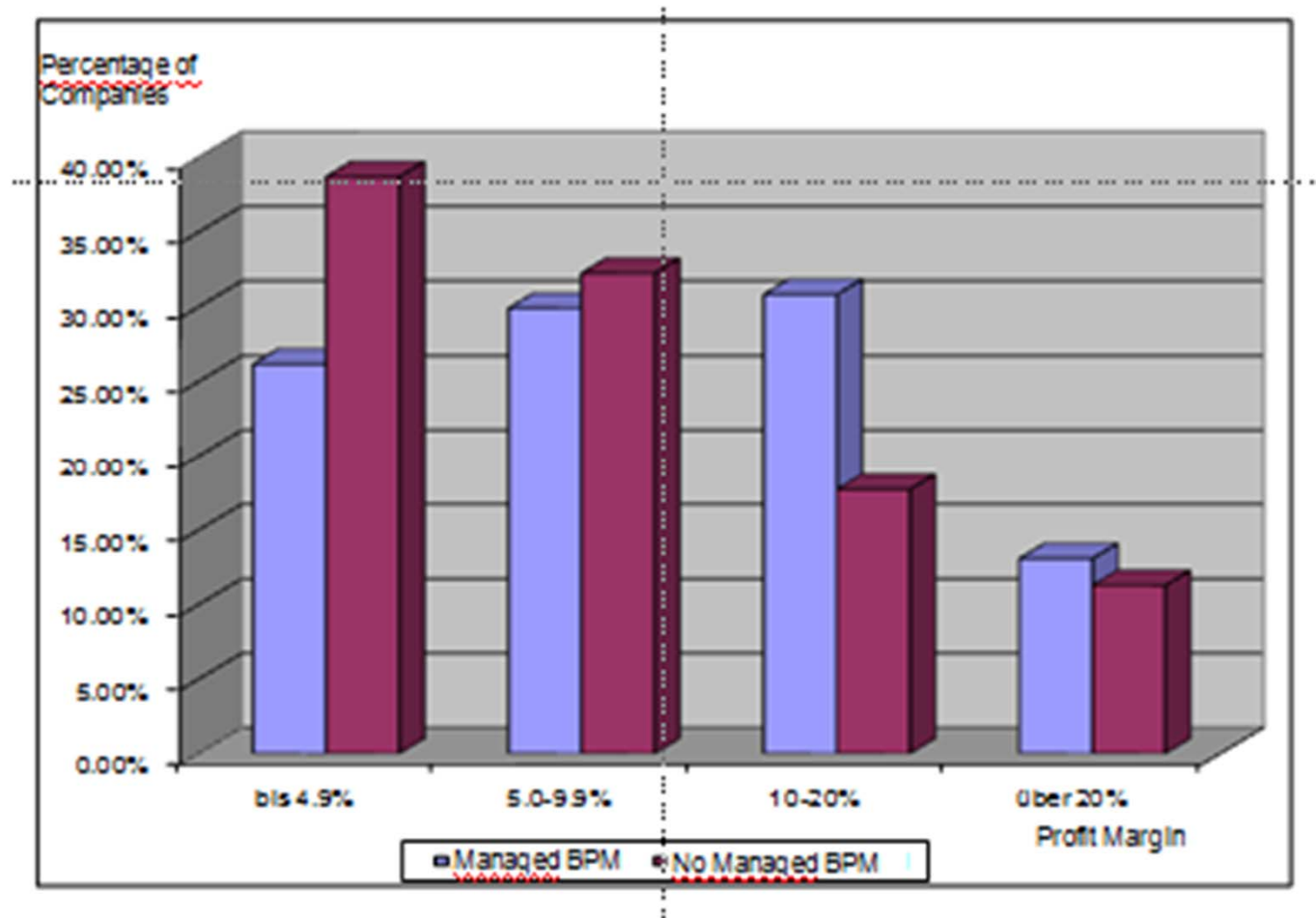
Source: BPM Best Practice-Study – Prof. Komus – FH Koblenz

Higher profit margin with managed BPM
(Median 6-8% vs. 4-6%)



Source: BPM-Survey, Prof. Komus – FH Koblenz

Higher Profit Margins for BPM-Companies



Source BPM + Six Sigma study, FH Koblenz

82% BPM Best Practice-Companies
align their BPM to Business Unit- or Company-Strategy

Only 18% „systematic documented process“

65% „implicit process“

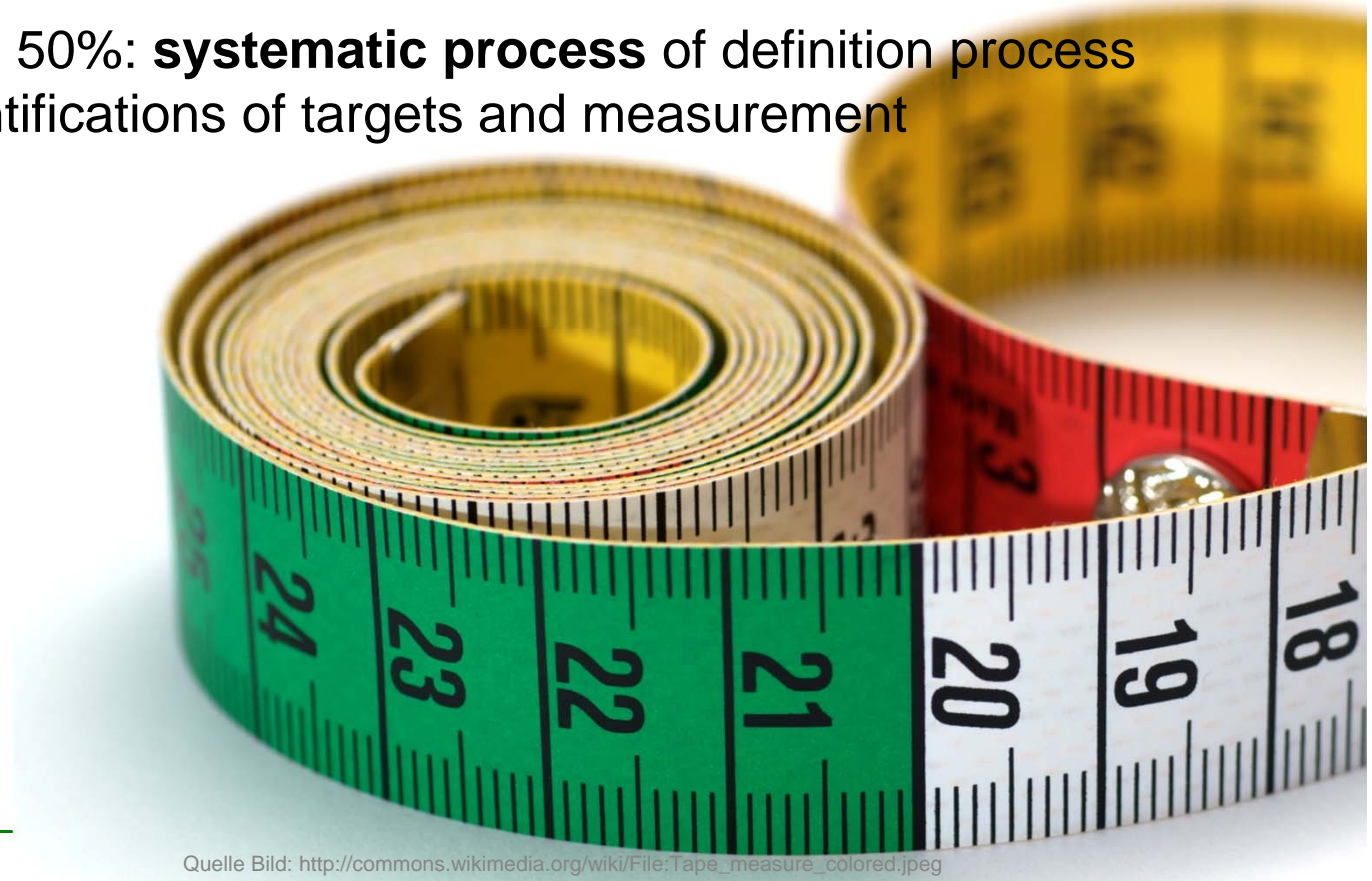
Best Practice BPM – Representatives have a
very good understanding
of business needs and goals

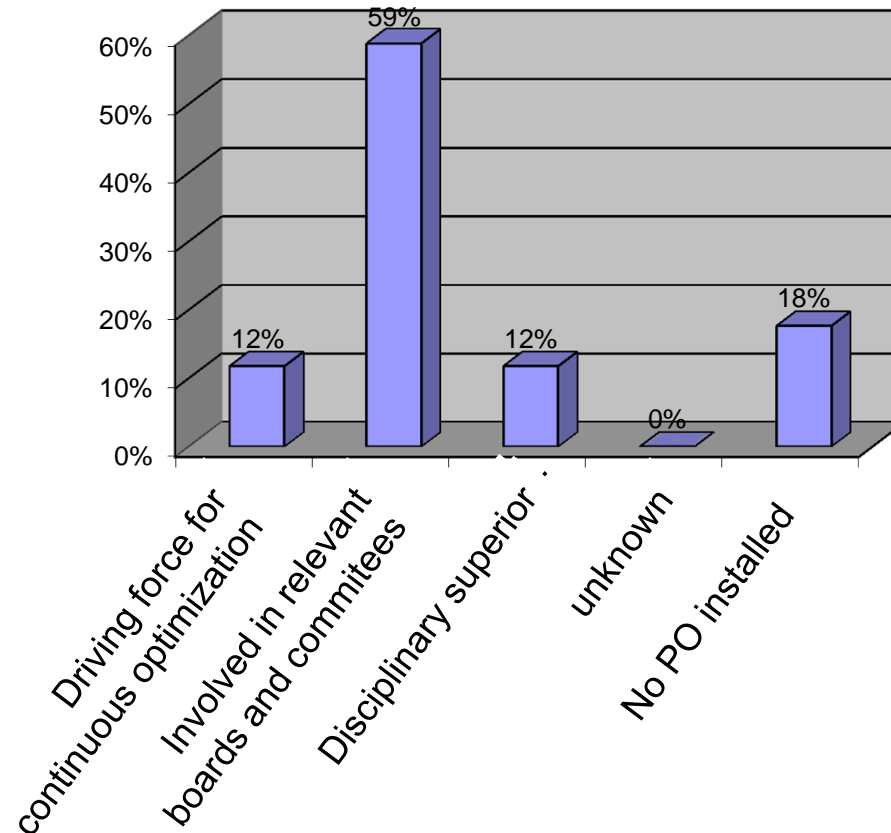
Quelle Bild: <http://commons.wikimedia.org/wiki/File:NonSynchronousGearBoxSF.jpg>

If you can't measure it, you can't ...

Best Practice Companies use process oriented KPIs

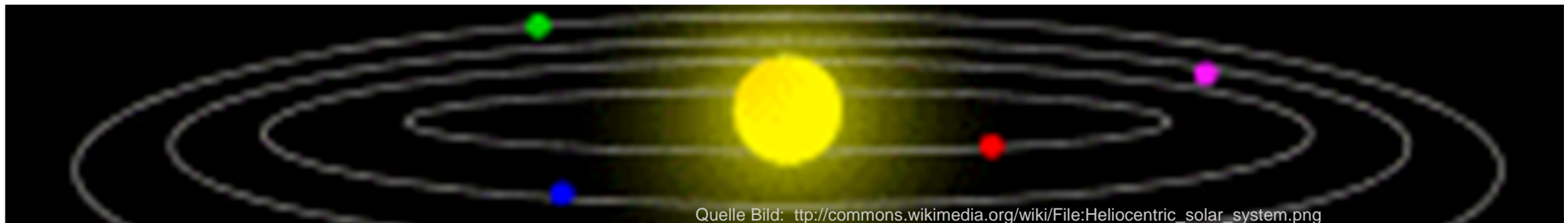
- more than 40%: for some processes KPIs defined, targets defined and measured
- more than 50%: **systematic process** of definition process KPIs, identifications of targets and measurement





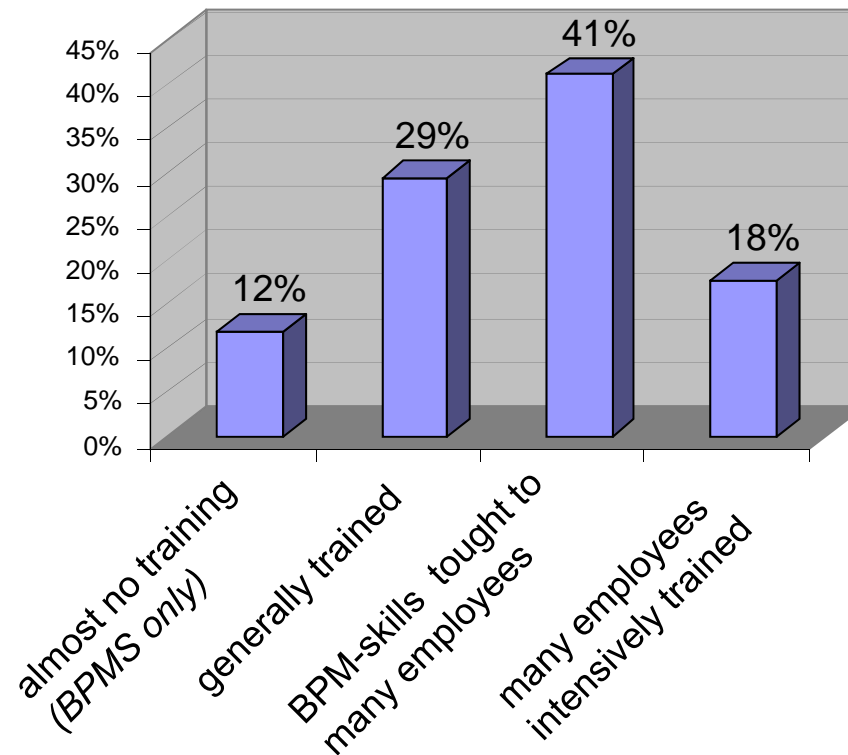
- PO are widespread (82%)
- Only 12% disciplinary subordination of employees in relevant processes
- ➔ **Pragmatic approach** of combining process approach with existing managerial structures

- BPM Center of Excellence in almost all Best Practice-Companies
- No company with disciplinary subordination of Process Owners
- Typical Tasks
 - Definition of standards
 - Centralized services
 - Quality Management and Quality Assurance
 - Responsible for Technical BPM-Infrastructure



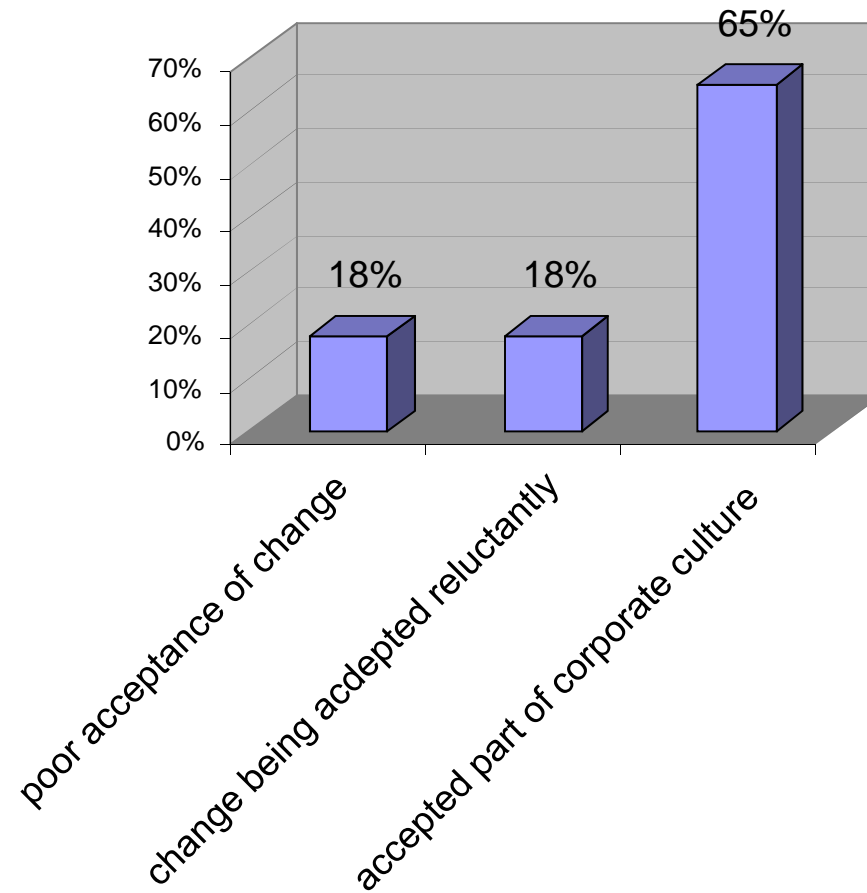
Quelle Bild: http://commons.wikimedia.org/wiki/File:Heliocentric_solar_system.png

Relevance of training is well understood among BPM Best Practice Companies



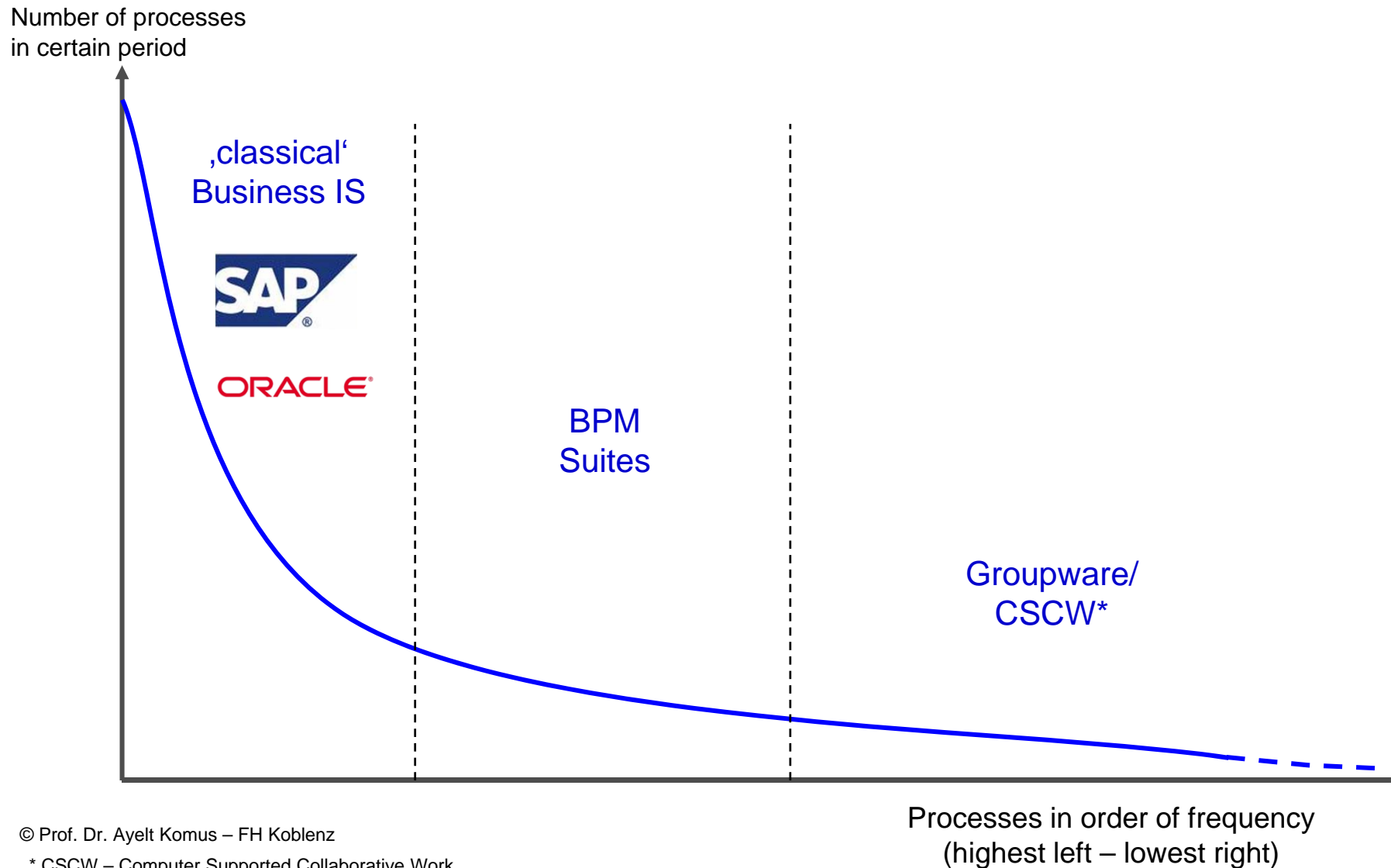
Source: BPM Best Practice-Study – Prof. Komus – FH Koblenz

2 / 3 of Best Practice Companies see Change as an Accepted Part of their Corporate Culture



Source: BPM Best Practice-Study – Prof. Komus – FH Koblenz

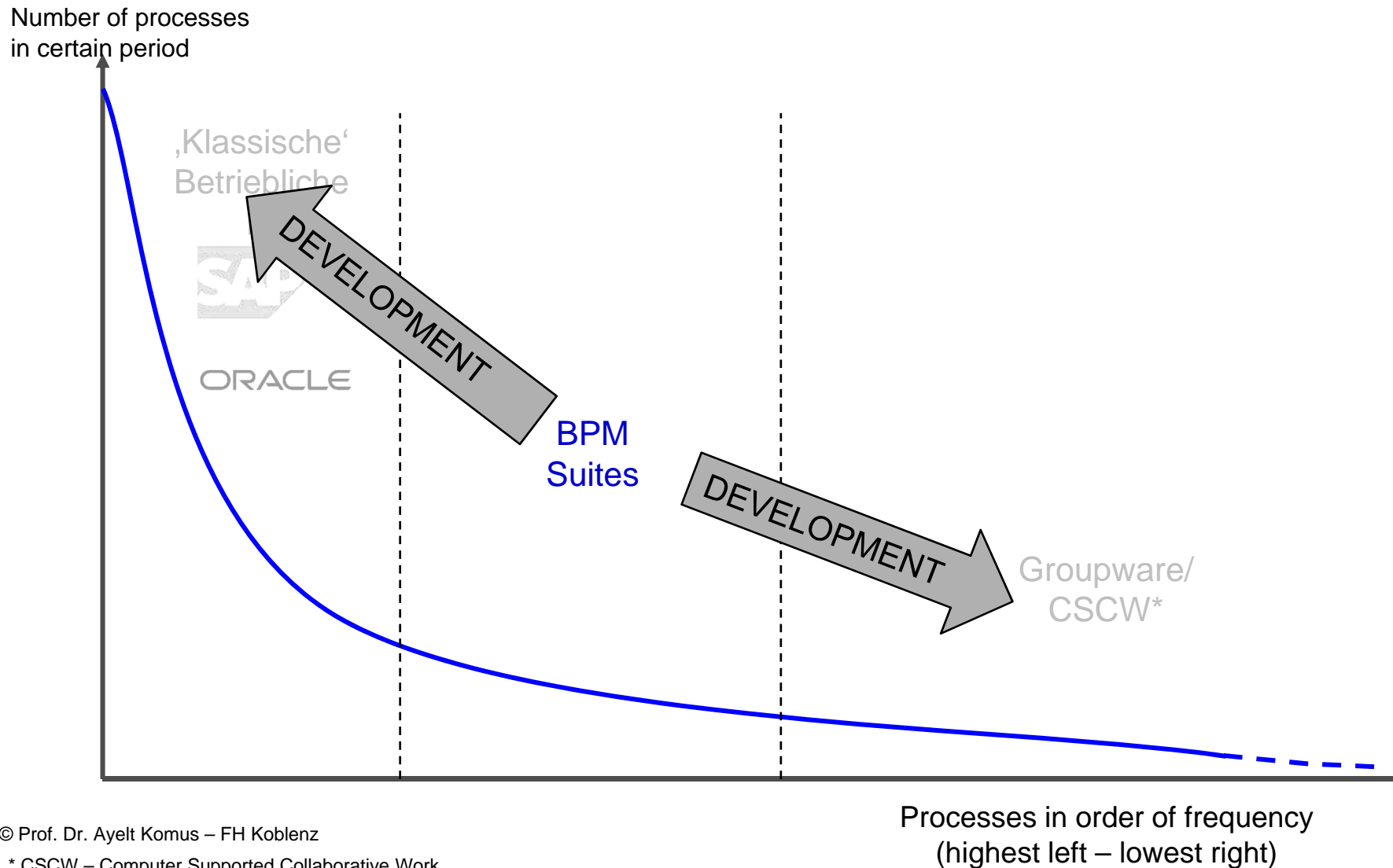
Traditional View: BPMS the Linking Pin to the Long Tail



© Prof. Dr. Ayelt Komus – FH Koblenz

* CSCW – Computer Supported Collaborative Work

New Possibilities with more powerful BPMS/SOA



© Prof. Dr. Ayelt Komus – FH Koblenz

* CSCW – Computer Supported Collaborative Work

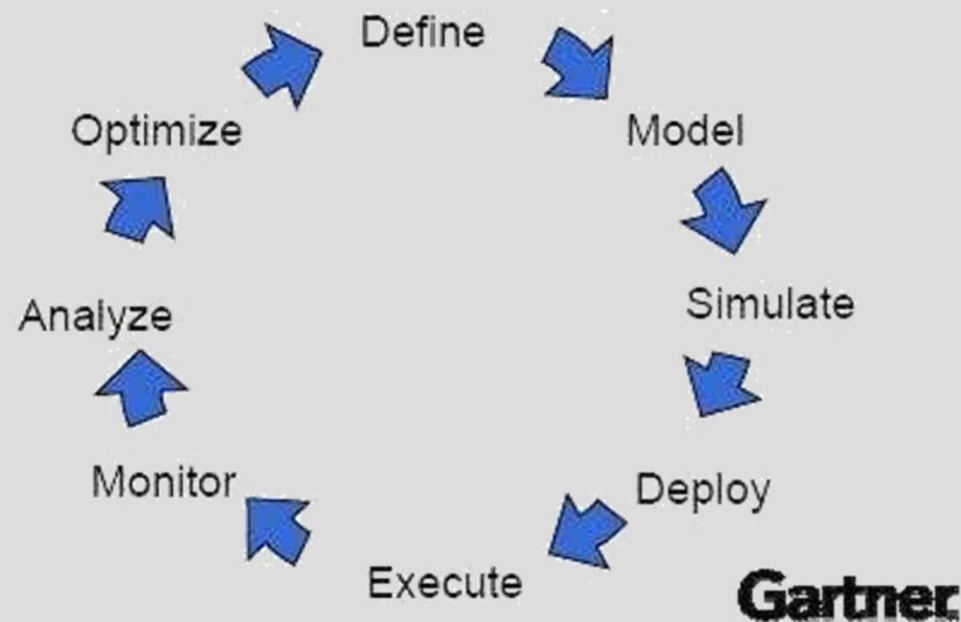
- only 41% realized links between business models and it models
- only 25% realized links between IT-systems in production and business models
- BUT:
- 71%: development of IT-appliactions based on process-oriented methods

connection between
IT-systems and models
is **surprisingly poor**

→ ‚Round-Trip‘ is **not**
very common yet.

Exception: BPMS

But more often than not
BPMS-round-trips are **not**
connected to ‚true‘
business modelling-world



Gartner's Business Process Improvement Cycle

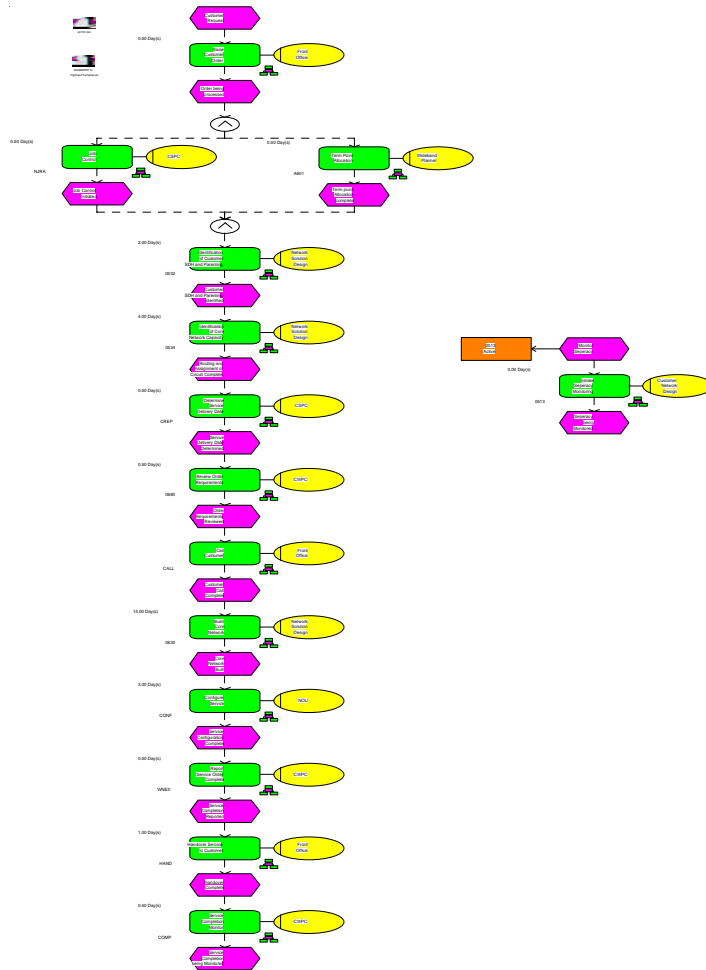
Source: BPM Best Practice-Study – Prof. Komus – FH Koblenz

Defined Standards and Reality

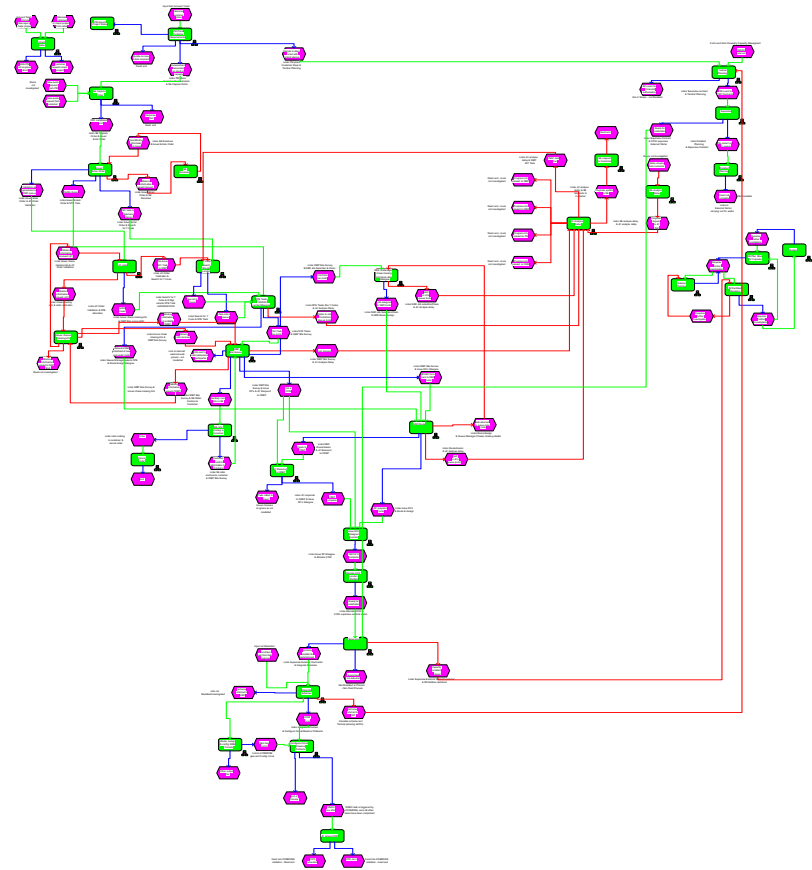


As-Documented versus As-Is

Documented

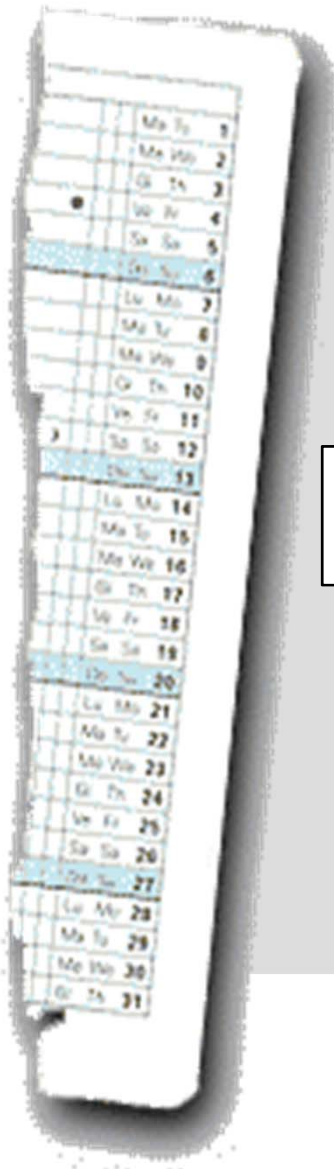


Real Life



Slide courtesy of British Telecommunications plc

Key Lessons ... Aspiring for a Holistic Approach



- Empirical Findings (excerpt)
- Wikimanagement in BPM
- Aspiring for a Holistic Approach

- **84%: Models are available for all employees and easy to read**

BUT:

- Development of models only together with specialists
- Process Models are not commonly used to support day-to-day-work

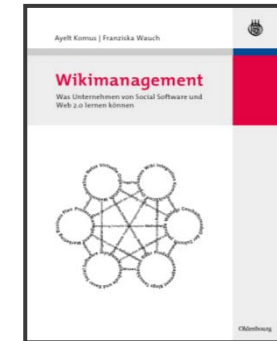
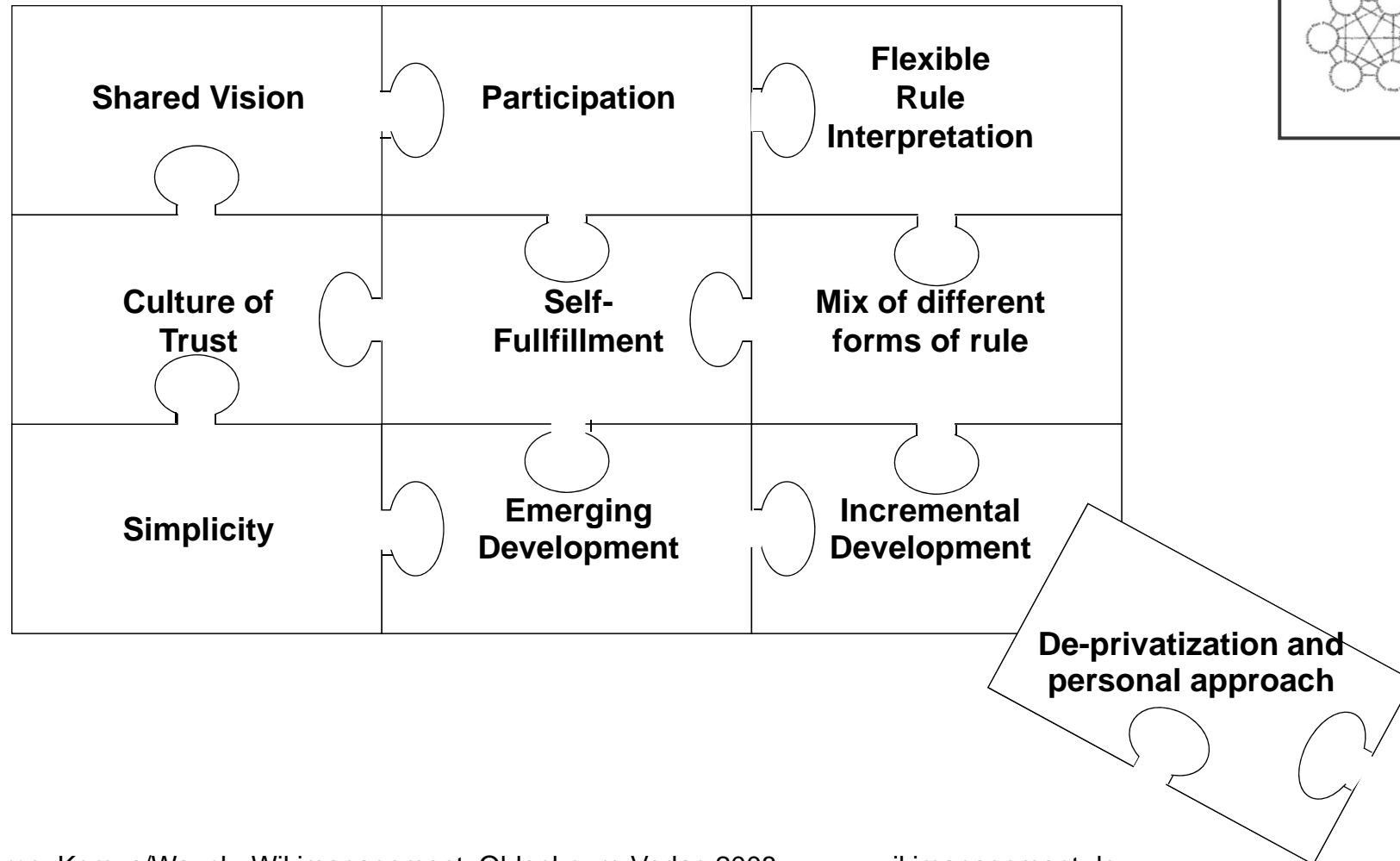
➔ Bottom-Up-Models stay in the desk drawer and have almost no connection to the ,official' process world



- 59% don't use web 2.0-technologies in BPM
 - Companies using web 2.0-technologies use wikis (41%)
 - 29% use BPM-forums
 - less than 20% use weblogs, social networks, video-applications
- ➔ Web 2.0-Technologies to support BPM are not yet common

- **‚Not with me‘-syndrome**
- **‚Not-invented-here‘-syndrome**
- **‚you-go-first‘-Syndrom**
- **‚I don‘t care‘-Syndrom**

Wikimanagement's 10 Success Factors

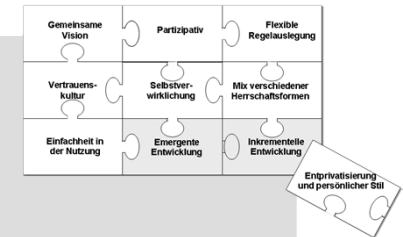


Source: Komus/Wauch: Wikimanagement, Oldenbourg Verlag 2008 – www.wikimanagement.de

- Allow emerging developments (grass-root-approach)
- Trust your employees
- Support Kaizen-philosophy
- Release early. Release often
- Reduce complexity in cut-overs



Give leeway for continuous improvements



Live-Testing of Web-Layouts at Amazon

Very often a test in the production system is the fastest and most effective to reach a better understanding.

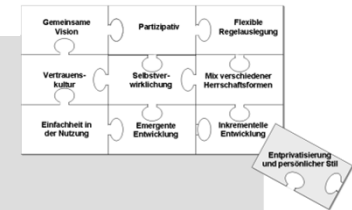


Example: Amazon testing different web-layout in the production system

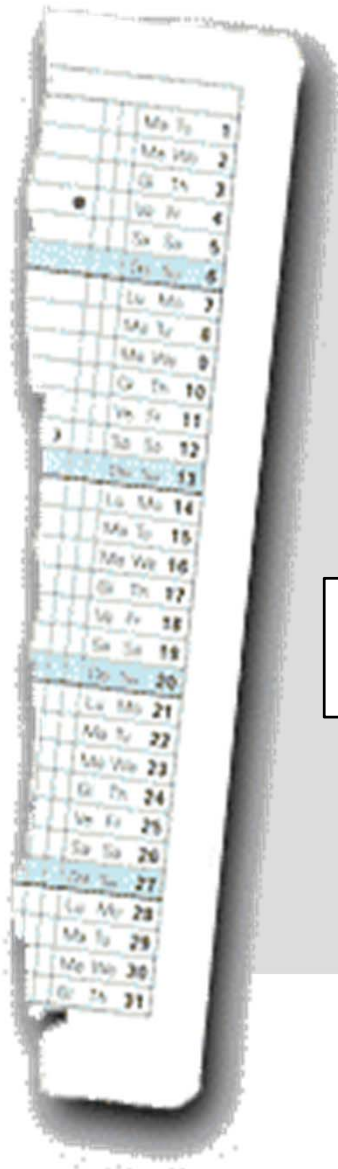
- BPM isn't an anonymous construct
- Give your BPM a personal face
- Get persons connected
- Open up discussion



Wikimanagement Success Factors
Weblogs, Podcasts, Video, Avatars, ...



Key Lessons ... Aspiring for a Holistic Approach



- Empirical Findings (excerpt)
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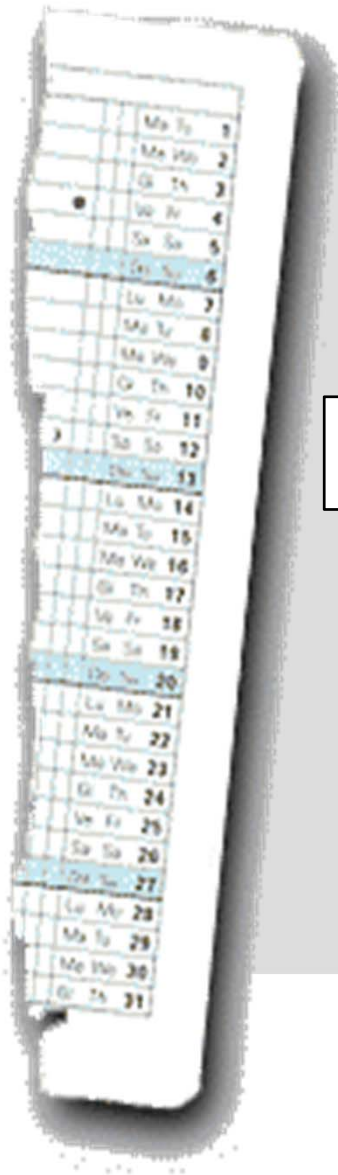


Technology BPM and Business BPM – 2 Separate Worlds

Holistic BPM

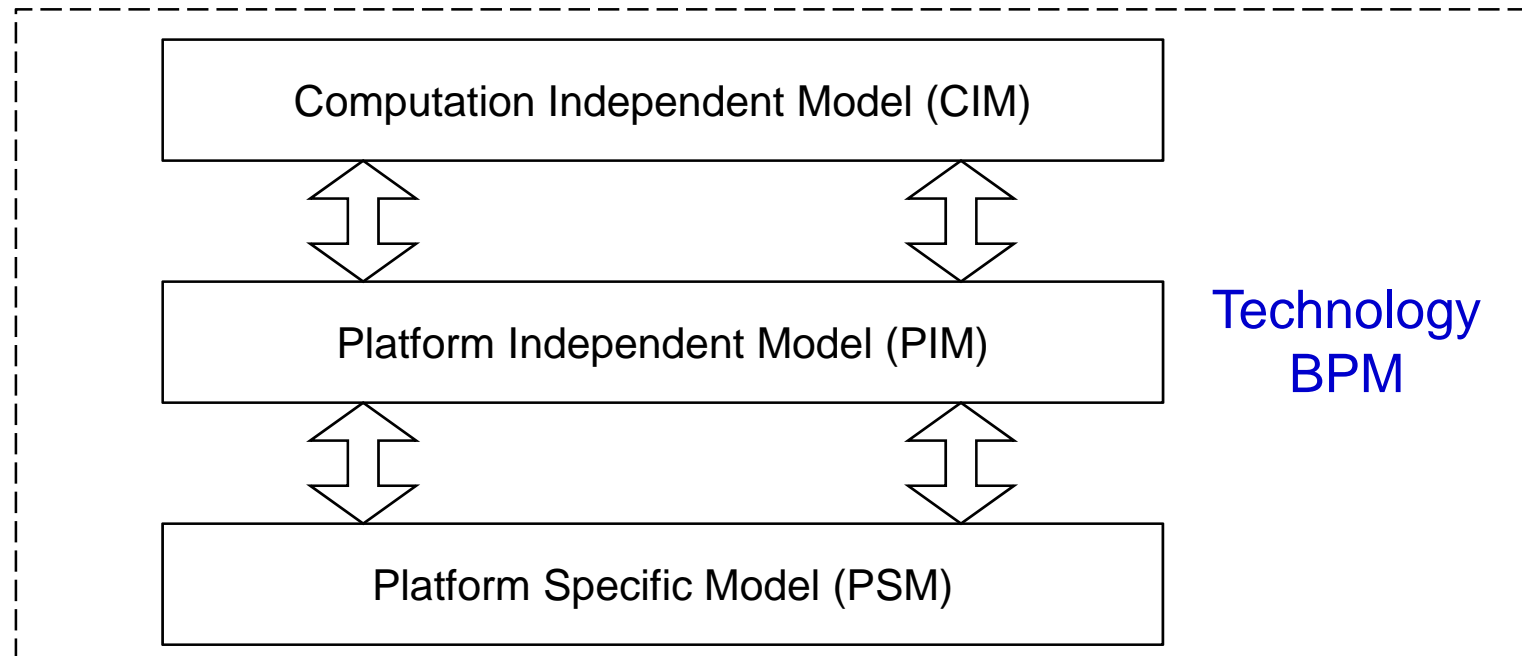
Bridge the gap between...

- Business and Technology BPM
- IT and Business Units
- BPM-Experts and Business Units
- Controlling and BPM
- Business Strategy and BPM
- BPM-Strategy and Training
- BPM and Corporate Culture
- ...

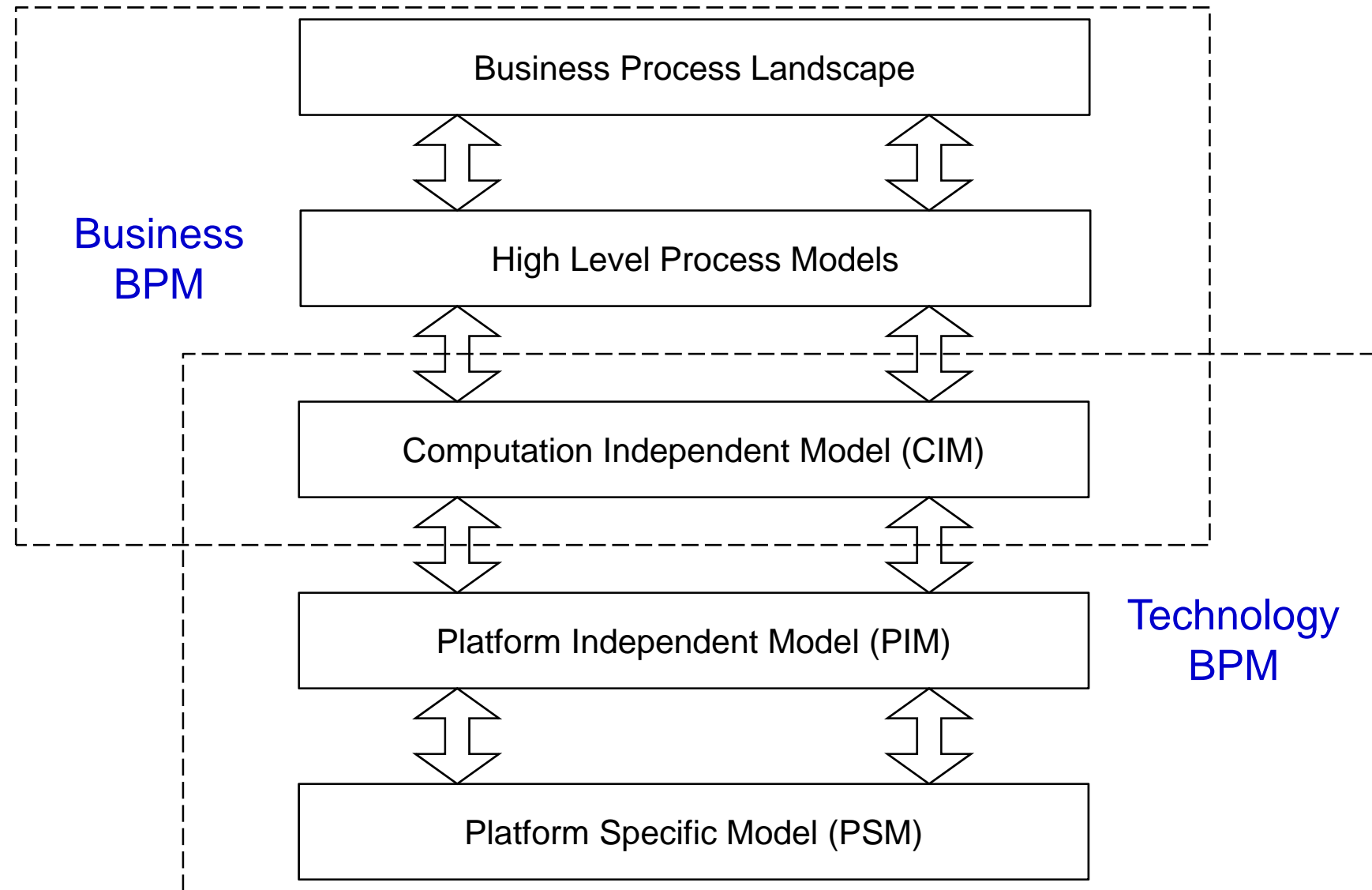


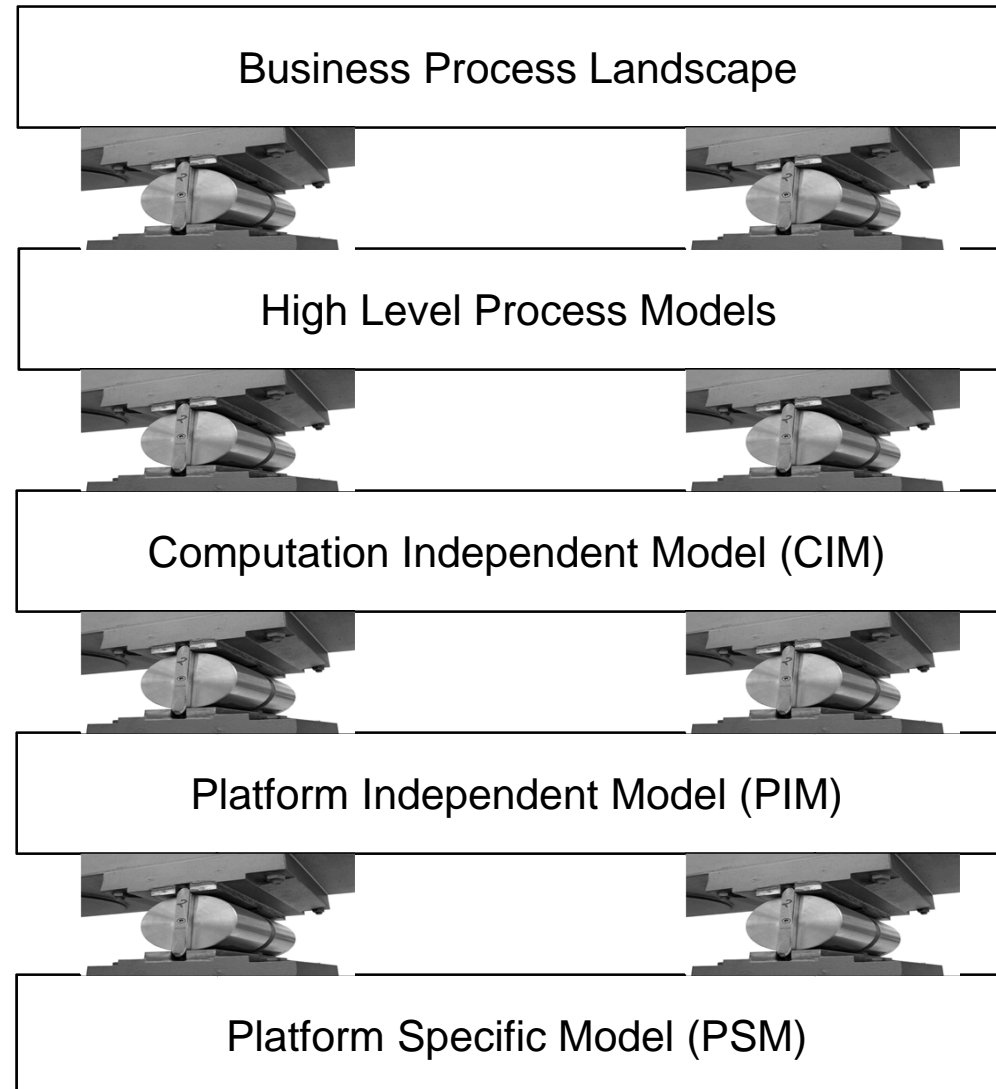
Aspiring for a Holistic Approach

- Methods
- Structure
- Human Side

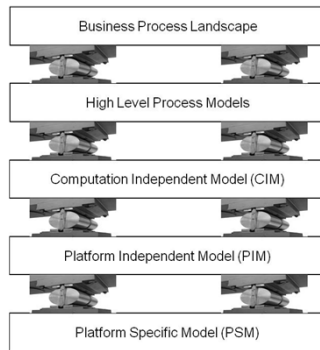


Layers of Models BPM (Technology and Business)





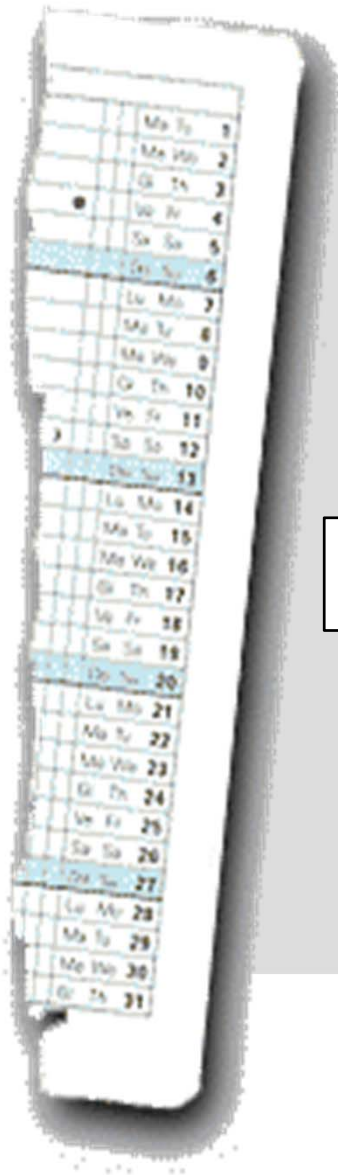
How to put Loose Coupling into practice



http://upload.wikimedia.org/wikipedia/commons/2/2e/Lager_01_KMJ.jpg

- Flexible Pointers
(i.e. Wikis)
- Social Links
- Culture
- Organisational Structure
- Shared Process Oriented
Goals (IT and PO*)
- Avoid Overengineering and
Rigid Structures

* Process Owner



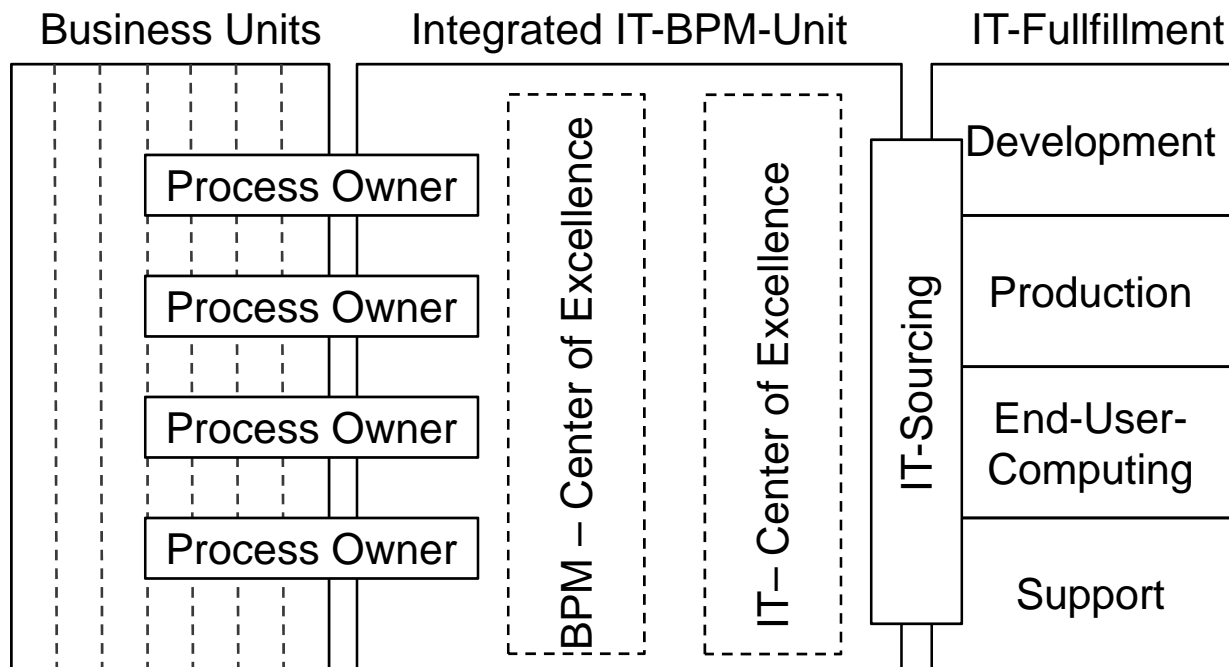
Aspiring for a Holistic Approach

■ Methods

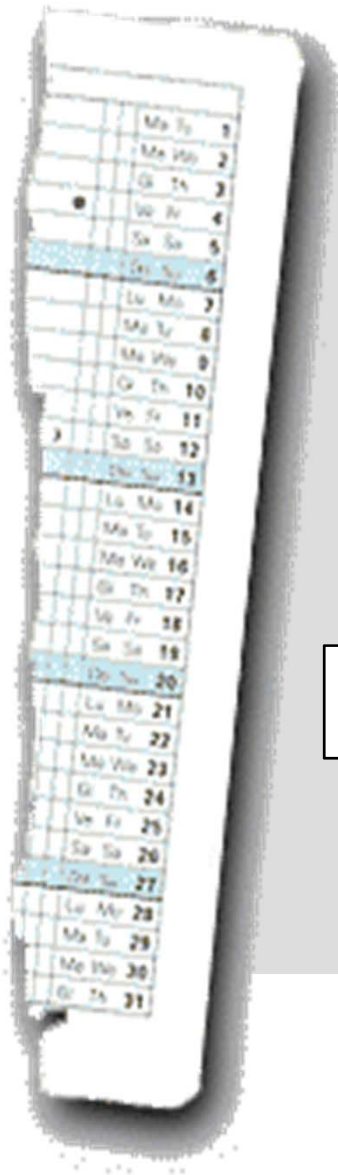
■ Structure

■ Human Side

New Organizational Structures for Better Integration



Source: Komus in Komus (Editor): BPM Best Practice, Springer-Verlag 2011



Aspiring for a Holistic Approach

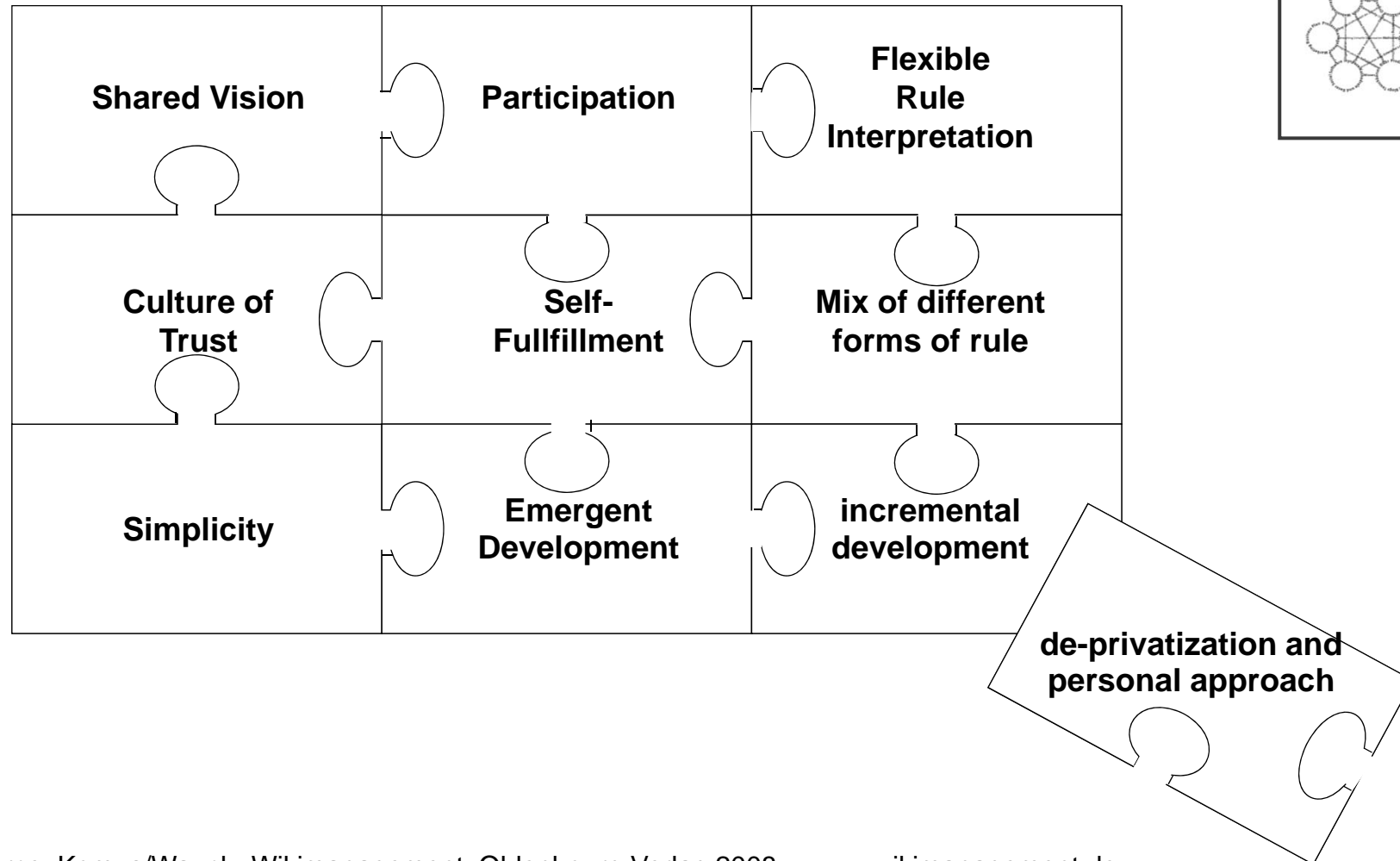
- Methods
- Structure
- Human Side

Web 2.0 on its way into BPM

The collage features several overlapping screenshots of web-based BPM tools and community platforms, each with a label in a blue box:

- Weblog:** A screenshot of a blog titled "Kurze Prozesse" (Short Processes) with a post about BPM 2.0.
- Community:** A screenshot of a community page titled "BPM-Netzwerk.de" (BPM Network Germany), featuring a welcome message and a list of members.
- Social Network:** A screenshot of a social network page titled "Willkommen Prof. Dr. Ayelt Komus" (Welcome Prof. Dr. Ayelt Komus), showing a profile and a list of recent posts.
- Mash-Up:** A screenshot of a mash-up titled "Überblick GreenC" (Overview GreenC), displaying a bar chart and a line graph.
- Wiki-Export:** A screenshot of a wiki page titled "Prozessmanagement" (Process Management), showing a list of articles and a table of contents.
- Subject-Oriented BPM-Approach:** A screenshot of a BPM tool titled "iPASS! Standardsicht - Urlaubsantrag-demo - iPASS!" (iPASS! Standards View - Vacation Request Demo - iPASS!), showing a process flow diagram for a vacation request.

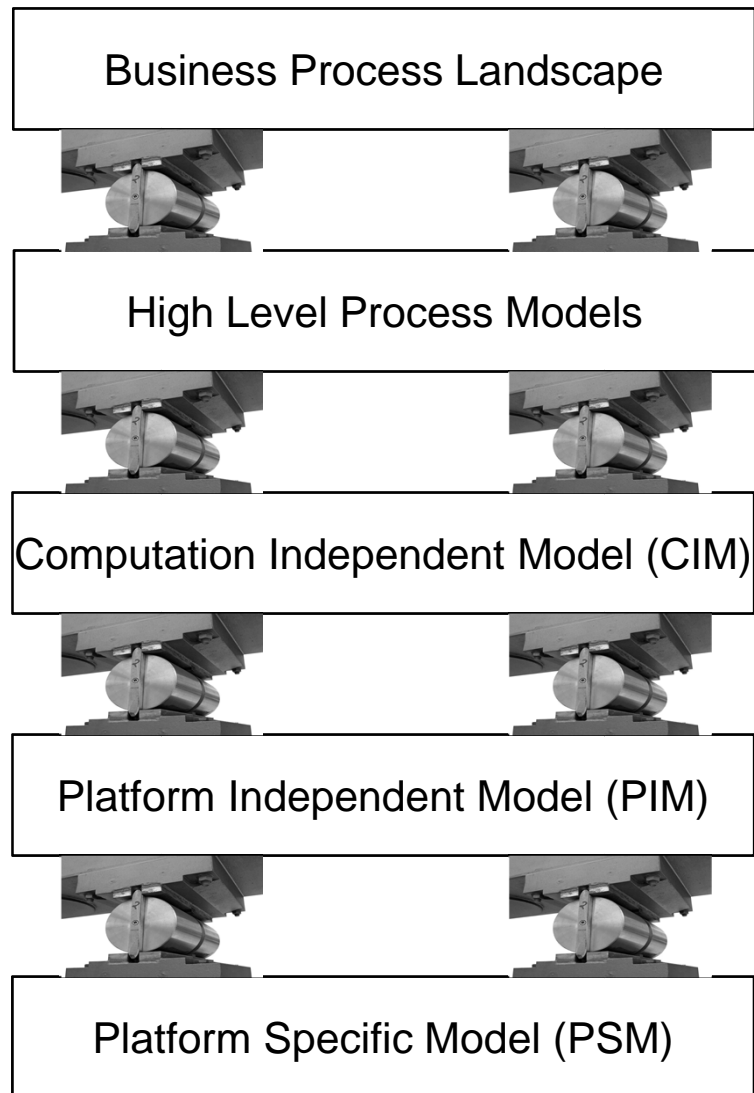
Wikimanagement's 10 Success Factors



Source: Komus/Wauch: Wikimanagement, Oldenbourg Verlag 2008 – www.wikimanagement.de

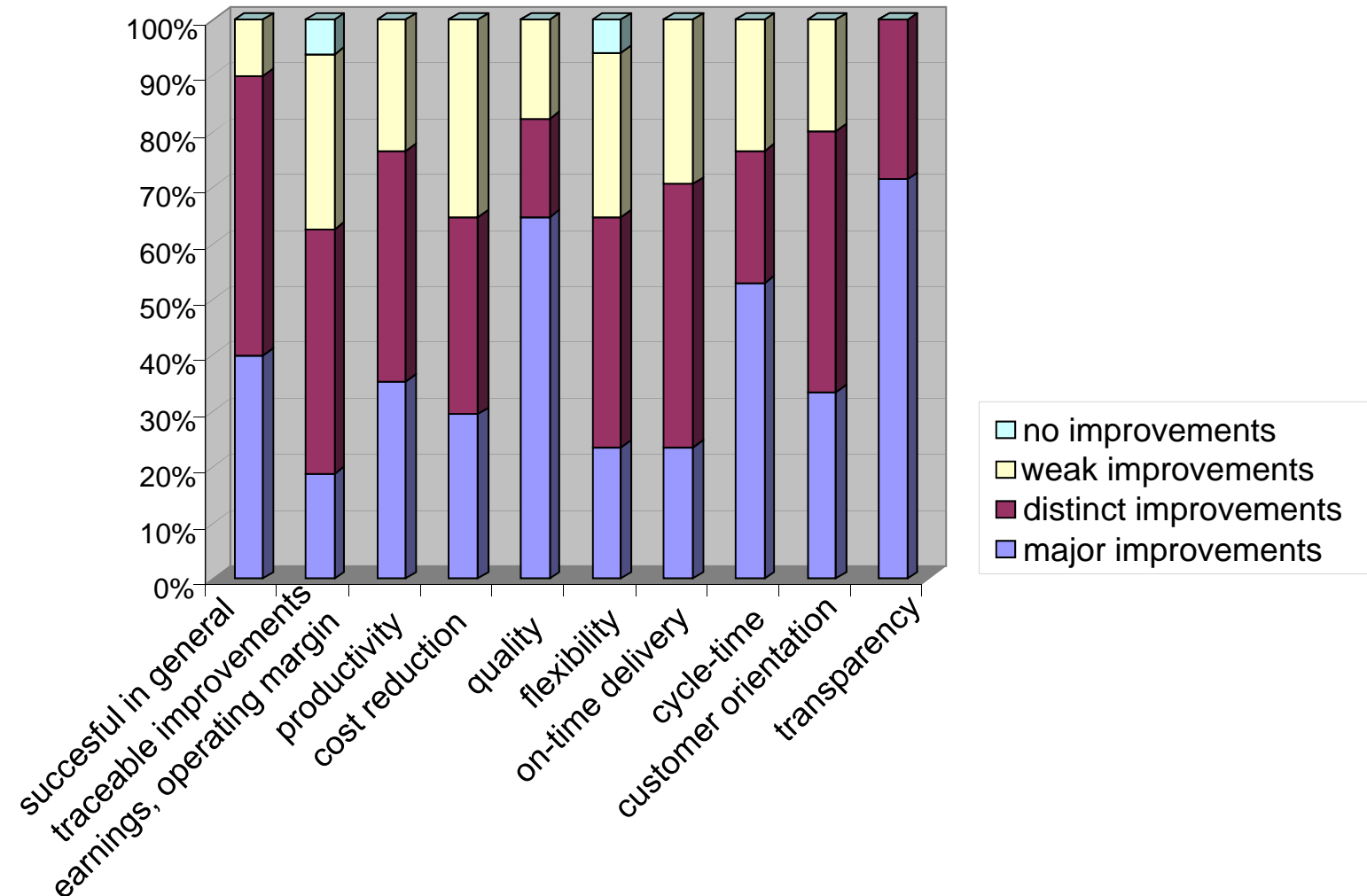
- Wikimanagement Success Factors
(Establish Holistic BPM as a Shared Vision)
- Leadership
- Training
- Culture
- Incentive System

Thriving for a Holistic BPM - Summary



- Avoid Overengineering and Rigid Structures
- Use Loose Coupling
- Build a Shared Vision
- Learn from Social Media
→ Wikimangement
Sucess Factors
- Assure a Holistic
Management-Approach for a
Holistic BPM-Approach

BPM-Best-Practice-Companies accomplish far-reaching Improvements
in all Aspects of Process Performance



Source: BPM Best Practice-Study – Prof. Komus – FH Koblenz

Thank You for listening
Danke für Ihre Aufmerksamkeit
Kiitos huomiostanne
Villmols Merci
Muchas gracias por atención
Merci pour votre attention



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